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ABSTRACT

This book explores the dimensions of university governance in research-intensive universities, seeks to develop cogent governance principles, and offers initiatives and recommendations. Papers were prepared as background for a conference to be held in January 2000 in Del Mar, California. Part 1, Missions and Responsibilities of Research Universities, contains: (1) The University at the Millennium: Missions and Responsibilities of Research Universities (Frank H. T. Rhodes). Part 2, Status and Recent Trends in the Governance of Universities, contains: (2) Recent Changes in the Structure and Governance of American Research Universities (Katherine C. Lyall); (3) Fire, Ready, Aim! University Decision-Making During an Era of Rapid Change (James J. Duderstadt); (4) Governance, Change and the Universities in Western Europe (Guy Neave); and (5) Governance: The Challenge of Globalization (Howard Newby). Part 3, Governance Principles, contains: (6) Critical University Divisions and Their Appropriate Makers: Some Lessons from the Economic Theory of Federalism (Luc E. Weber); (7) Some Thoughts about University Governance (Henry Rosovsky); and (8) Setting Strategic Direction in Academic Institutions: The Planning Dilemma (Peter Lorange). Part 4, Improved Governance, contains: (9) Universities as Organizations and Their Governance (Peter Scott); (10) Initiatives for Improving Shared Governance (Werner Z. Hirsch); (11) Variety and Impact: Differences That Matter. Some Thoughts on the Variety of University Governance Systems and Their Impact on University Policies and Strategies (Hans J. A. van Ginkel); (12) Three Successful Modes of Research Governance: Lessons from the Past, Issues of the Present, Implications for the Future (Robert Dynes, Sharon E. R. Franks, and Charles F. Kennel); and (13) An Agenda for the Governing Board (Harold M. Williams). An appendix, The Glion Declaration 2000 (Frank H. T. Rhodes), discusses the statement on governance in higher education issued at the Glion Colloquium. Each chapter contains references. (SLD)